

C O V E R

FAX

S H E E T

To: Glen Brooks Jr.  
Fax #: 415-420-1370 *CSL-3178916 654-1295*  
Subject: CalWORKS Plan Clarifications  
Date: February 5, 1998  
Pages: 5, including this cover sheet.

COMMENTS:

Glen - We agree that the "technical ammendments to the Waivers" is the best process to clarify our understanding and intentions regarding issue #1 dealing with requiring applicant participation and issue #4 regarding requiring up to 40 hours of participation.

Upon review of the Welfare to Work ACL, it appears that through our SUCCESS Model, we are already doing Welfare to Work, with possibly the exception of some forms. However, in our waiver packet we have waivers from some of the GAIN processes and form requirements, which we assume carry over to Welfare to Work. I have a detailed "gap analysis" being done in order to identify what we believe in SUCCESS satisfies the WtW requirements. I will forward it to you when it is complete, if you are interested.

From the desk of...

Madelyn Martin  
Director, Planning and Development  
Human Services Agency, County of San Mateo  
400 Harbor Blvd. EIdg. C  
Belmont, CA. 94002

415-535-7544  
Fax 415-535-7578

## **San Mateo County's Response to CalWORKS Plan Concerns**

1. (Clarification needed-P.2) The plan indicates that Job Search assistance is provided to applicants. AB 1542, Section 11320.1(a) provides for applicant participation in welfare to work orientation, appraisal, Job Search and Job Club activities on a voluntary basis only. The County should revisit this issue. State and County staff can discuss possible solutions.

**This issue will be clarified during the waiver technical amendment process.**

2. (Clarification needed-PP.14 and 23) The plan describes the child care exemption as 12 weeks. The County's SUCCESS waiver requires exemptions for parents of children under twelve months. CalWORKS establishes a basic first time exemption of six months, and a basic subsequent exemption of 12 weeks. AB 1542, Section 11320.3(b)(b)(A)(I) and (ii), requires that changes from the basic exemptions be made on a case-by-case basis, using criteria developed by the County. Please clarify how the County intends to resolve the child care exemption issues. If the County decides to use the CalWORKS exemptions, please describe the criteria to be used to determine when exemptions other than the basic exemptions will be allowed.

**The child care exemption is 12 months. Please see attached correction to Page 23.**

3. (Clarification needed-Page.23) Consistent with the design of SUCCESS, the County plan requires 40 hours per week of welfare to work participation. AB 1542, Section 11322.8(a) provides for a maximum of 32 hours per week. No waiver of the 32 hour maximum was contained in the SUCCESS project because there was no 32 hour limit prior to the enactment of CalWORKS. The County should revisit this issue. State and County staff can discuss possible solutions.

**This issue will be clarified during the waiver technical amendment process.**

4. (Clarification needed-Title Page) We understand the plan was to be presented to the Board of Supervisors on January 26 on the consent calendar. We need written approval by the Board before the plan can be certified.

**The plan was presented to the Board of Supervisors on January 26 and was approved on consent. See attached certification.**

5. (Clarification needed-P.7) Please provide information regarding what contacts the County has had with the faith community to identify potential jobs for participants.

**San Mateo County has met with the Peninsula Interfaith Action group to discuss how to provide child care and emergency assistance to CalWORKS recipients. Representatives of the Faith Community have actively participated in the SUCCESS Advisory Committee.**

6. (Clarification needed-P.16) The plan does not indicate whether or not the County is going to waive program requirements for domestic violence. Please clarify the County's policy regarding domestic violence, and describe any criteria currently being used for determining whether or not victims of domestic violence should have program requirements waived.

San Mateo County will waive program requirements for domestic violence if domestic violence is a barrier to participating in work-related activities. The Income and Employment Services Specialist in conjunction with the FSST will work with individuals who are affected by domestic violence and will develop an action plan on a case-by-case basis. Please refer to Page 19-20 of the SUCCESS Service Delivery Model, Process/Procedures where Domestic Violence is described as an example of direct service which the case manager will arrange for. San Mateo County will use the criteria as specified on Page 9, Item 4 of the waiver packet.

7. (Clarification needed-P.20) We understand that the County will provide services to families that transition off aid due to employment. Please clarify whether or not services will be provided to families that transition off aid due to time limits.

San Mateo County will provide Mental Health Services, child care services to families who transition off aid due to time limits.

8. (FYI-P.22) In addition to the projects listed, we understand the County is interested in the Non-Custodial Parent and Child Support Assurance Demonstration projects.

San Mateo County wishes to pursue the Non-Custodial Parent project and is considering participating in the Child Support Assurance Demonstration project.

9. (Clarification needed) Section 11327.8(a) of AB 1542 requires that a Board approved grievance procedure be specified in each county plan. A legal advocate group recently brought this requirement to our attention, which we inadvertently had not identified in the CDSS County Plan Guidelines. Attached please find a copy of the San Mateo County GAIN grievance procedure which we can incorporate as an addendum to your CalWORKS county plan, if you so desire. If you wish to include a different grievance procedure, you can supply us with your alternative. Please indicate the grievance the County will use.

The Board of Supervisors, in approving the plan, approved the grievance procedure or mediation described in the plan. If an individual or family cannot reach an agreement on the Preliminary Action Plan, Work First Plan or Family Services Plan, the worker request the Manager or supervisor to review the plan. The Manager/supervisor will meet with the client regarding revisions of the plan. The client will be offered mediation services if an agreement is still not reached. Applicants who still refuse to cooperate, without good cause to sign the plan after these steps, will be denied cash assistance for the entire family. Recipients who continue to refuse without good cause will be subject to a one month 25% grant reduction. During the grant reduction month, the worker will conduct a home visit to insure, among other things, that the client understands the implications of not cooperating. However, at any time during the process, the client has the option of requesting a State Hearing. Refer to Pages 8 & 21 of the SUCCESS Service Delivery Model.

**(D) COMPLIANCE WITH REQUIREMENTS OF CALWORKS**

*Under CalWORKS counties are required to enroll single parent families in welfare-to-work activities for a minimum of 20 hours per week beginning January 1, 1998, 26 hours per week beginning July 1, 1998, and 32 hours per week beginning July 1, 1999. [Reference: WIC Section 11322.8(a)]*

*Prior to July 1, 1999, counties have the option to require adults in single-parent assistance units to participate up to 32 hours per week. Does your county intend to exercise that option? [Reference: WIC Section 11322.8(a)]*

Participants who are not exempt from the work requirements due to disability, being a teen parent, having a child under 12 months, or who do not have good cause for non-participation in the SUCCESS program, are required to find work or otherwise participate in welfare to work activities according to the terms of their individualized Action Plan. It is expected that all SUCCESS clients will participate 40 hours per week in some combination of work, training or other welfare to work activities.

# County of San Mateo Human Services Agency

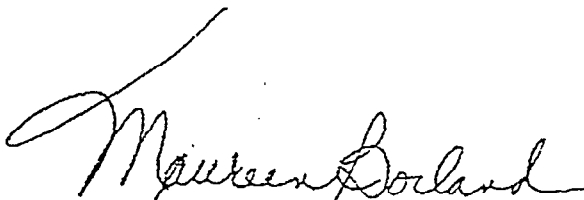
## Shared Undertaking to Change the Community to Enable Self-Sufficiency (SUCCESS)

### CalWORKS Plan

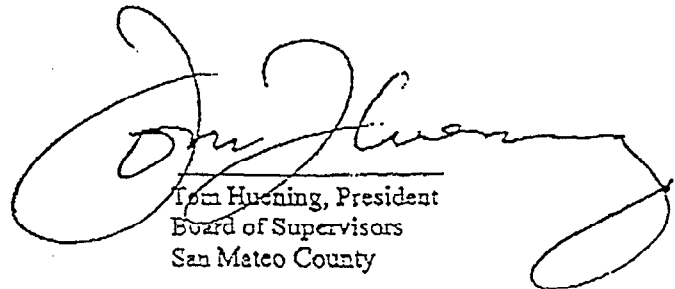
#### Certification

Post-It Fax Note	7671	Date	# of pages
To	<i>Herman Berke</i>	From	
Co./Dept		Co.	
Phone #		Phone #	
Fax #	<i>Page 5</i>	Fax #	

This plan has been developed in accordance with the appropriate federal, state and county laws and regulations. The terms of this plan, including all certifications within this plan, and all applicable laws and regulations will be followed during the implementation and execution of this plan.



Maureen Borland, Director  
Human Services Agency  
San Mateo County



Tom Huenig, President  
Board of Supervisors  
San Mateo County

January, 1998

AFDC-eligible applicants who do not have good cause for failing or refusing to cooperate with FSST will be denied AFDC benefits for their family. Recipients who do not have good cause for failing to cooperate with FSST will receive a sanction and may have their entire family's AFDC benefits discontinued. Supportive services, such as child care, will be provided for clients so that they may participate in services. The FSST case will be closed upon completion of the Family Service Plan or in the event of noncompliance with program requirements.

### Family Service Plan

The PCM will complete a comprehensive strength-based assessment which may include a home visit and the use of other assessment tools. The Family Service Plan will be developed based on information obtained during the development of the Action Plan. If the client and the PCM do not agree on the Plan, the client will receive an appeal through a supervisor/manager. If agreement on the plan is still not reached, mediation services will be offered. Once the client and the PCM develop and agree on the Family Service Plan, the PCM brings the plan to the multi-disciplinary team meeting, which the client may choose to attend. Once the client agrees to the Plan, the steps in the plan become binding. AFDC-eligible applicants who fail to follow the agreed upon Family Service Plan, without good cause, will have the entire family's AFDC benefits denied. Recipients who fail to comply with the Family Service Plan, without good cause, will receive a sanction and the entire family's AFDC benefits may be discontinued.

#### D. Corrective Action

Clients who are experiencing difficulty meeting program requirements will enter the SUCCESS corrective action process. The PCM will initially contact the client to discuss their difficulties and alternatives to resolve their problems. Clients may also be referred to FSST for services if needed.

### Mediation Services

Clients who fail to have issues regarding their plans resolved through supervisory/management review will be offered mediation services. Third party mediation services will be provided within a ten day period to clients who do not agree with the developed Action Plan, Work First Plan, Employment Plan, or Family Service Plan. If agreement is not reached after services are provided by a third party mediator, AFDC benefits for applicants and their entire family will be denied and recipients will receive a sanction of 25% of the family's benefits and the entire family's AFDC benefits may be discontinued.

## Conciliation

Recipients who fail or refuse to comply with SUCCESS program requirements will receive a notice scheduling a time to meet with the PCM to discuss the reason for the noncompliance. Recipients who are determined to have good cause for not complying with program requirements will not require further corrective action. The following are good cause for failure or refusal to comply with SUCCESS Program requirements:

1. Inappropriate job referrals, such as one to an employer who discriminates or violates other accepted standards for employment;
2. Temporary illness or incapacity;
3. Required court attendance or mandatory temporary incarceration;
4. Family crisis, such as death or family illness, which requires the individual's immediate attention;
5. Inclement weather or other act of nature which prevents travel to the required activity;
6. Breakdown in transportation with no ready access to an alternate mode of transportation;
7. The individual needs a social service not specifically mentioned in the contract, but which is required for participation;
8. The individual refuses major medical services and the refusal precludes participation;
9. Lack of licensed or exempt child care;
10. Breakdown or interruption of child care arrangements;
11. Special needs child care is not available;
12. Applicant/Recipient is in an approved job/training consistent with the Work First Plan objectives; or
13. Other substantial or compelling reasons at the discretion of CWD.

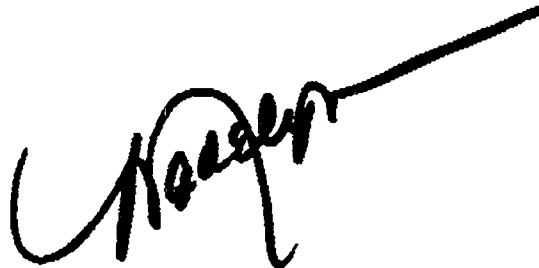
Recipients who fail to establish good cause for failing or refusing to comply with

*Tom  
Karen  
Glen***C O V E R****FAX****S H E E T**

**To:** Glen Brooks  
**Fax #:** 916-654-1245  
**Subject:** CALWorks Plan  
**Date:** January 12, 1998  
**Pages:** 1, including this cover sheet.

**COMMENTS:**

Glen - Please consider the two SUCCESS Plan reports, submitted with the CALWorks Plan as back up information. These two reports do not need to be considered when reviewing the CALWorks Plan. The CALWorks Plan should include the certification, the CALWorks plan and the attached SUCCESS performance measures.



From the desk of...

**Madelyn Martin**  
Director, Planning and Development  
Human Services Agency, County of San Mateo  
400 Harbor Blvd. Bldg. C  
Belmont, CA. 94002

415-595-7544  
Fax 415-595-7576



C o u n t y o f S a n M a t e o



January 7, 1998

Glen Brooks  
SDSS, CalWORKS Regional Advisor  
744 P Street, MS 6-142  
Sacramento, CA 95814

Dear Glen:

Enclosed please find San Mateo County Human Services Agency's SUCCESS/CalWORKS Plan for your review. The CalWORKS addendum is being submitted contingent upon approved by the Board of Supervisors.

Included in this report:

- Certification
- Report on SUCCESS Project
- Processes/Procedures for SUCCESS Project
- CDSS Letter of Approval for SUCCESS Demonstration Project and Waiver Package (July 22, 1997)
- CDSS Letter Affirming Existing Waivers for SUCCESS (December 5, 1997)
- SUCCESS Plan Addendum: CalWORKS Plan

I will forward the Board of Supervisors approval after the January 27, 1998 hearing date.

Yours truly,

Madelyn Martin  
Manager, Planning and Development

MM:gk  
Enclosure

cc: Maureen Borland

400 Harbor Boulevard

Belmont

California • 94002

Telephone: 650-595-7500

Fax: 650-595-7516

Director

Maureen D. Borland

Board of Supervisors

Ruben Barrales

Richard Gordon

Mary Griffin

Tom Huening

Michael D. Nevin

# **County of San Mateo Human Services Agency**

## **Shared Undertaking to Change the Community to Enable Self-Sufficiency (SUCCESS)**

### **CalWORKS Plan**

#### **Contents**

- ♦ Certification
- ♦ Report on SUCCESS Project (approved by Board of Supervisors July 23, 1996)
- ♦ Processes/Procedures for SUCCESS Project (approved by Board of Supervisors April 8, 1997)
- ♦ CDSS Letter of Approval for SUCCESS Demonstration Project and Waiver Package (July 22, 1997)
- ♦ CDSS Letter Affirming Existing Waivers for SUCCESS (December 5, 1997)
- ♦ Addendum. CalWORKS Plan (submitted for approval to Board of Supervisors January 27, 1998)

Part A. Executive Summary

Part B. Detail Subsections (a) through (q)

Part C. Performance Measures for SUCCESS Model

## DEPARTMENT OF SOCIAL SERVICES

744 P Street, Sacramento, California 95814



July 22, 1997

Maureen Borland, Director  
San Mateo Human Services Agency  
400 Harbor Boulevard  
Belmont, California 94002

Dear Ms. Borland:

I am pleased to inform you that your proposal for waivers to operate the Shared Undertaking to Change the Community to Enable Self-Sufficiency (SUCCESS) has been approved and will be effective for three years beginning August 1, 1997.

Attached is the SUCCESS program description and waiver package. This document reflects our understanding of how SUCCESS will operate within existing law. This waiver removes or changes certain current statutes and regulations to allow the county to test the SUCCESS program design. If a welfare reform bill is adopted during the waiver period, we will need to discuss modifications necessary to keep your project consistent with new law.

I have reviewed your proposal to integrate Child Welfare Services (CWS) staffing into the SUCCESS program design and agree that it should have a positive impact the well-being of the children in San Mateo County. To ensure this component is fully tested and staffing levels are not adversely affected by improved child welfare outcomes, the County's staffing level for CWS will be kept at the fiscal year 1996-97 level for the three years of the project. Other funding levels will be based upon what the California Department of Social Services (CDSS) receives and allocates upon passage of the state budget. San Mateo County will receive its normal share of the local assistance allocations. The County and State will jointly share in the costs for the evaluation of the project.

With the implementation of SUCCESS, San Mateo County has taken a huge step toward a changing focus of welfare programs. I look forward to working with you on this project. Alex Kam will continue to work with you to complete all phases of SUCCESS. He can be reached at (916) 653-8016. For any questions concerning this waiver, please contact William Jordan, Chief, Employment and Refugee Programs Branch at (916) 657-2367.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Eloise Anderson', written over the printed name and title.  
ELOISE ANDERSON  
Director

Enclosure

STATE OF CALIFORNIA—HEALTH AND WELFARE AGENCY

PETE WILSON, Governor

DEPARTMENT OF SOCIAL SERVICES  
744 P Street Sacramento, CA 95814



December 5, 1997

Maureen Borland, Director  
San Mateo Human Services Agency  
400 Harbor Boulevard  
Belmont, California 94002

Dear Ms. Borland:

In response to your request, the California Department of Social Services (CDSS) affirms that the existing waivers for the Shared Undertaking to Change the Community to Enable Self-Sufficiency (SUCCESS) Demonstration Project continue to be valid and in effect.

This Project was approved by the Department on July 22, 1997, to be effective for three years beginning August 1, 1997, and is scheduled to conclude on July 31, 2000. Assembly Bill (AB) 1542 which established the California Work Opportunity and Responsibility to Kids Act (CalWORKs) amended some of the statutes originally waived, effective January 1, 1998. Staff from our Department will be reviewing your waiver to determine if any technical modifications are necessary to keep your project consistent with its original design.

If you have any further questions, please contact me at (916) 657-1878.

Sincerely,

A handwritten signature in cursive script, reading 'Curtis Howard'.

CURTIS HOWARD  
Assistant Deputy Director  
Welfare to Work Division

# **County of San Mateo Human Services Agency**

## **Shared Undertaking to Change the Community to Enable Self-Sufficiency (SUCCESS)**

### **CalWORKS Plan**

#### **Certification**

This plan has been developed in accordance with the appropriate federal, state and county laws and regulations. The terms of this plan, including all certifications within this plan, and all applicable laws and regulations will be followed during the implementation and execution of this plan.

Maureen Borland, Director  
Human Services Agency  
San Mateo County

Tom Huening, President  
Board of Supervisors  
San Mateo County

January, 1998

## Addendum. CalWORKS Plan

The SUCCESS plan describes the development of the SUCCESS model, which was approved for implementation by CDSS on July 22, 1997. This addendum provides further detail on SUCCESS program elements, consistent with the plan requirements of AB 1542.

### Executive Summary

The SUCCESS Model is designed to:

- ♦ Provide a framework for the implementation of federal and state welfare reform legislation in San Mateo County;
- ♦ Redesign the existing service delivery processes and reorganize the HSA workforce to ensure improved customer service;
- ♦ Link contracted community-based organizations and the HSA into one complimentary, non-duplicative network of services to families and children;
- ♦ Retrain staff to perform new roles and functions; and
- ♦ Develop an automated database and network linkage to enable sharing of information, minimize duplication, and improve multi-service delivery.

The SUCCESS system simplifies and streamlines the current eligibility process. Expanded intensive services are provided for families and individuals with severe barriers to attaining self-sufficiency. Changes in the delivery system include the following:

- ♦ **Single point of entry:** Families and individuals accessing the system will only have to tell their story and give personal and demographic information once. An automated system will allow this information to be shared by appropriate staff from other programs that may be available to assist the family in attaining their plan objectives.
- ♦ **Screening and Assessment:** Families and individuals in need receive a comprehensive strength-based assessment to identify personal abilities and relevant experiences as well as to identify other family and community members who could be of assistance in helping the family to move quickly to self-sufficiency.
- ♦ **Simplified Eligibility Regulations:** A number of changes have been made to streamline the eligibility system for both the customer and the agency. Waivers have been obtained from the State to incorporate these changes into the SUCCESS model.
- ♦ **Work First:** Most TANF and GA adults will immediately enter a Work First component which is designed to move them into employment as quickly as possible.
- ♦ **Family Self-Sufficiency Team:** Families and individuals with either acute or long-standing barriers to self-sufficiency will be served by the FSST, which will provide case management and specialty services through an assigned Primary Case Manager.

The SUCCESS model presents an opportunity for the San Mateo County community to invest in its future by putting into operation a coordinated system for delivering human services.

Performance objectives include reduced caseload, increased percentage of families participating in work-related activities, and an increased hourly wage.

A number of long term benefits are also expected:

- ♦ Improved government response to family needs and better customer service;
- ♦ Reduction in the number of children and families living in poverty;
- ♦ Reduction in alcohol and drug involvement due to more gainful activity;
- ♦ Reduction in the need for expensive criminal justice and jail services; and
- ♦ Improved mental health for children and families in need.

## **Overview**

The SUCCESS program is being implemented in phases. Once SUCCESS has been fully phased in by March 1998, there will be SUCCESS sites at district offices throughout the county. Community based organizations will also serve as entry points for SUCCESS.

The SUCCESS program has been developed over a period of five years and represents ongoing local welfare reform efforts. It is based on the Work First models and the earlier SUCCESS program centers that have been in existence since 1995. Early components of the program included the development of a Work First model for mandatory GAIN recipients. JTPA funding helped support the opening of additional Work First centers. The countywide SUCCESS program incorporates successful elements of these earlier programs, providing intensive case management for those who have work-related barriers or other needs, and serving a broader population.

The SUCCESS model implements systemic change through the use of a universal, simplified intake system at multiple entry points coupled with comprehensive case management to help families achieve self-sufficiency. Universal screening and assessment, simplified eligibility, and comprehensive, multi-disciplinary case management provide for an effective and efficient use of resources. Intensive, short-term, full-time job search assistance, case management and supportive services focusing on personal responsibility are provided to CalWORKS recipients, eligible applicants (with incomes less than 130% of poverty level, those at risk of CalWORKS (incomes between 130% and 200% of poverty level) or who are ineligible (incomes over 200% of poverty level), non-custodial parents, and General Assistance applicants and recipients.

The multi-disciplinary Family Self-Sufficiency Teams (FSST) are a key element of the SUCCESS model. FSST assists families and individuals with either acute or

long-standing barriers to self-sufficiency. Participants with issues including domestic violence, substance abuse, or mental health will be referred to FSST for evaluation, case management and treatment, and necessary support services. FSST membership includes specialists in eligibility, employment, mental health, drug and alcohol and child care. FSST assigns a Primary Case Manager and facilitates access to the appropriate services and treatments.

The SUCCESS Project also incorporates a variety of initiatives to further strengthen the program. Collaborations with the private sector, pilot projects in the area of housing, and a new Family Loan Fund administered by a community based organization are among the programs that help foster self-sufficiency for SUCCESS clients.



**(a) COLLABORATION WITH PUBLIC AND PRIVATE AGENCIES TO PROVIDE TRAINING AND SUPPORTIVE SERVICES.**

*Briefly describe how the county will work with other public and private agencies to provide necessary training and support services. This section should include, at a minimum, a list of the necessary training and support services and the public and/or private agencies which will provide those services. [References: Education Code Section 10200 and WIC Section 10531(a)]*

Training and support services on-site at the SUCCESS program centers include 5-day intensive Work First classes and participation in the Network Center. Work First classes are open entry/open exit and cover job search, interviewing and networking, communication, time management and decision making, and other job related skills. The Network Center provides the opportunity to put these skills into practice and to actively pursue employment.

Employment Development Department (EDD) staff are on-site to provide assistance with job search, resume writing, and job search tips. Job Training partnership Act (JTPA) staff are also on-site to co-enroll SUCCESS participants who are eligible for JTPA services. Community College representatives will be on-site and may provide specialized courses. Child care and transportation assistance are also provided to SUCCESS participants. The full array of JTPA support services is available to participants as necessary to facilitate employment activities.

Job seekers who are unable to find work at the completion of the Network Center activities may be referred for education and training. Training may be provided in basic skills, adult education, ESL, and vocational and occupational areas that lead to employment in a demand occupation. The public and private agencies that provide education and training services include:

Public agencies:

- ♦ Community colleges – Canada College, Skyline College, College of San Mateo
- ♦ Adult education schools – Cabrillo Unified Adult School, Jefferson Unified High School District, San Mateo Unified High School District, Sequoia Unified High School District, South San Francisco Unified Adult School

Private agencies:

- ♦ Academy of Computer Technology
- ♦ American Truck School
- ♦ Anderson Soft Technology
- ♦ Area Truck Driving School
- ♦ Automotive Training Corporation of North America
- ♦ Bryman College
- ♦ Career Education Center
- ♦ Center for Employment Training – CET
- ♦ College America Inc
- ♦ Computer Business College
- ♦ Computer Learning Center
- ♦ Don's Beauty School
- ♦ Echol's International Travel
- ♦ Evernet Education Services
- ♦ Goodwill Industries
- ♦ Heald Business College
- ♦ Institute for Business and Technology
- ♦ Menlo College
- ♦ National Training Institute
- ♦ Nursing Care Providers
- ♦ Online Design technology
- ♦ Opportunities Industrialization Center West (OICW)
- ♦ Pacific Trade Academy
- ♦ Precision Truck School
- ♦ Regional Occupation Program - ROP
- ♦ San Jose Trucking
- ♦ School of Communication Electronics
- ♦ Sierra Academy of Aeronautics
- ♦ The School of the Heart
- ♦ Trinity / Golden State Business College
- ♦ Waterman Training Institute
- ♦ Webster Institute
- ♦ Western Institute
- ♦ Worldwide Educational Services

Ongoing collaborations include:

1. The Job Training and Economic Development (JTED) division of HSA has a formal agreement with EDD to coordinate labor market information, recruitment and referral, employer outreach and marketing including job fairs, and specialized services for veterans and youth.
2. The JTPA program also provides intensive outreach efforts including specialized marketing (posters, fliers, job fairs and media announcements) for hard to serve populations including homeless adults, residents of high poverty census tracts, offenders and at-risk youth.
3. The HSA Housing Division is piloting a program to provide short-term shallow rent subsidies to TANF clients transitioning to self-sufficiency. Developed by the SUCCESS Project Housing Design Team, this program provides rent subsidies for one year (50% for the first 6 months, declining to 25% for the last 6 months) for TANF clients with recent jobs or who are completing their education.

New collaborative efforts include:

1. A **Family Loan Program** beginning January 1998 provides short-term, low-interest loans to help low-income families to keep their jobs or continue their education. Funded by \$450,000 in private sources and administered by a community based organization, this program provides assistance with car repair, rent, child care and other necessary costs. The Family Loan Program is based on a successful program begun in Minnesota. The Family Service Agency of San Mateo County, in partnership with the Peninsula Community Foundation, the Packard Foundation, and HSA, has been selected as the first demonstration site in California.
2. San Mateo is a pilot county for the statewide **JobMATCH** program which provides job listings on the Internet and the **CATIS** pilot for LMI.
3. EDD is collaborating with HSA, College of San Mateo, Regional Occupational program (ROP), and San Mateo Adult Schools to develop a **training matrix** indicating the services provided by and populations served by each of the education and training providers.
4. In collaboration with HSA, the community colleges developed courses to retrain staff in order to deliver services under the SUCCESS/CalWORKS model. These courses are being incorporated into the regular curriculum in new **Human Services Certificate and Degree programs**.
5. The HSA Housing Authority is one of 24 nationwide that has been selected to participate in the federal Housing and Urban Development (HUD) **Moving to Work Demonstration Program**. Under this program, TANF clients newly receiving Section 8 rent assistance will be limited to 6 years of rent assistance. Coupled with family self-sufficiency services and resources, this program is expected to foster self-sufficiency for these families.

HSA is working with the community colleges to provide training for the working poor and to encourage additional outreach to employers.

*Does the County have a Refugee Employment Services Plan?*

San Mateo County is not a refugee impacted county and therefore does not have a Refugee Employment Services Plan.

***(b) PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS.***

*Describe the county's partnerships with the private sector, including employers, employer associations, the faith community, and central labor councils, and how those partnerships will identify jobs for CalWORKS program recipients. [Reference: WIC Section 10531(b)]*

The county has long-standing partnerships with the private sector. The SUCCESS Advisory Group and the PIC have membership of employers and labor. The County works closely the San Mateo County Economic Development Agency (SAMCEDA) which represents employers and employer associations. The PIC has membership from large employers such as Pacific Telesis, PG&E, Sun Microsystems, Long's Drugs, and United Airlines. The Central Labor Council is also represented on the PIC.

The Work First model helps job-seekers to identify hidden jobs as well as those publicly posted. One method to accomplish this is through the Work First workshop classes, which include employer panels. Approximately 30 employers (primarily medium size businesses) rotate through these workshops and are able to identify potential job candidates during the panels. These employer panels also present the job seekers with valuable networking opportunities.

**( c ) LOCAL LABOR MARKET NEEDS**

*Briefly describe other means the county will use to identify local labor market needs.*

*[Reference: WIC Section 10531(c)]*

The most comprehensive analysis of local labor market needs is represented by the annual Occupational Outlook Report. This report is the official local report of the California Cooperative Occupational Information System (CCOIS) which operates statewide to provide occupational information on jobs at the local level. It is locally implemented under contract with the state by the San Mateo County PIC, which is a part of the county Job Training and Employment Development Division (JTED).

The labor market information analysis has several components: EDD provides occupational forecast suggestions; an advisory group selects the occupations to be studied; questionnaires are developed for each occupation; a representative sample list of employers is generated; and selected employers are surveyed.

The Occupational Outlook Report and its companion Training Directory are compiled by JTED and distributed to employers, local government agencies, career counselors, educational and training providers, and other stakeholders. Human resources professionals, educators and counselors, and businesses throughout the county use the information.

Future plans including making the labor market and occupational information available on the Internet and updating this information quarterly.

**(d) WELFARE-TO-WORK ACTIVITIES**

*Each county is expected to offer a range of services adequate to ensure that each participant has access to needed activities and services to assist him or her in seeking unsubsidized employment. [Reference: WIC 11322.7(a)] Pursuant to WIC Section 11322.7(b) "No plan shall require job search and work experience of participants to the exclusion of a range of activities to be offered to recipients." Activities allowed by state law include, but are not limited to, those listed below. Please indicate which of the following activities will be provided and identify any allowable activities that will not be provided. [References: WIC Section 10531(d) and WIC Section 11322.6]*

- ☒ Unsubsidized employment
- ☐ Subsidized private sector employment
- ☒ Subsidized public sector employment
- ☒ Work experience
- ☒ On-the-job training
- ☒ Grant-based on-the-job training
- ☒ Vocational education and training
- ☒ Education directly related to employment
- ☒ Adult basic education (includes basic education, GED, and ESL)
- ☒ Work study
- ☒ Self-employment
- ☒ Community service
- ☒ Job search and job readiness assistance
- ☒ Job skills training directly related to employment
- ☒ Supported work
- ☒ Transitional employment
- ☐ Other (list)

Most of the listed Welfare to Work Activities can be provided to SUCCESS clients as appropriate based on the client's individual Action Plan.

Not all Welfare to Work activities are available to all participants. Work Study is only provided through the community colleges. Self-employment is very limited; with the large number of available jobs, only a few entrepreneurs choose the self-employment route at this time. Some of the options (such as subsidized public sector employment, work experience, community service, supported work and transitional employment) are generally available only through the HSA Vocational Rehabilitation Services (VRS) program. On-the-Job Training funding is available for JTPA participants; educational options are available to SUCCESS plan participants who have been unable to find work and whose Action Plan designates education or training as an activity.

**(e) SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES**

Plan for Substance Abuse Services

*Briefly describe how the welfare department and the county alcohol and drug program will collaborate and utilize new funds available to ensure the effective delivery of substance abuse services. These funds should be used to maximize federal financial participation through Title XIX of the federal Social Security Act. If the county has determined who will provide substance abuse treatment services, please indicate the providers in the plan. If that decision has not been made, please provide CDSS an addendum to the county CalWORKS plan indicating the provider when determined. [Reference: WIC Section 11325.8]*

☒ *Certify that the county's substance abuse treatment services will include at least the following: evaluation, case management, substance abuse treatment, and employment counseling, and the provision of community service jobs.*

*Describe any additional services the county will provide. [Reference: WIC Section 11325.8]*

HSA administers the County Drug and Alcohol program. Alcohol and Drug Assessment Specialists are members of the FSST and will provide specialized assessments and evaluation upon referral. The evaluation includes a determination of whether substance abuse treatment is required, and whether the substance abuse problem poses a barrier to employment.

The FSST assigns a Primary Case Manager (PCM) who may be the Drug and Alcohol specialist if substance abuse is the primary problem for the individual. The PCM arranges and monitors appropriate services including substance abuse treatment. Work referrals can be made to VRS if appropriate and if the substance abuse constitutes a barrier to obtaining regular employment.

Participants who need drug or alcohol treatment will be referred to community-based substance abuse treatment providers who have existing contracts with the County. Outpatient providers include El Centro de Libertad, Free at Last, Outpatient Drug and Alcohol Services for Asians, Pyramid Alternatives, Sitike Counseling Center, and Women's recovery Association. For nonresidential treatment, the contractors will provide 2 hours of alcohol and drug recovery services per week for a minimum of 12 weeks. HSA is working with these providers to facilitate obtaining drug MediCal certification to maximize federal reimbursement.

Plan for Mental Health Services

*Briefly describe how the welfare department and the county department of mental health will collaborate and utilize new funds available to provide effective mental health services. Counties should maximize federal participation to the extent possible in the provision of mental health services. [Reference: WIC Section 11325.7]*

☒ *Certify that the county will provide at least the following services: assessment, case management, treatment and rehabilitation services, identification of substance abuse problems, and a process for identifying individuals with severe mental disabilities.*

*Please describe any additional services the county will provide.*

HSA has developed a Memorandum of Understanding with County Mental Health. County Mental Health will provide licensed mental health professionals as members of the FSST and who can also serve as Primary Case Manager for participants with serious mental health issues.

Mental health staff assigned to the FSST will have up to five working days to meet with a client who is referred to them for a mental health assessment. The assessment will be completed in one to two visits. The purposes of the assessment is to make recommendations about which of the following services are most appropriate:

Assessment outcome:	Referral outcome:
1. The client is work ready and can function in a job club environment	Refer to SUCCESS
2. The client may be appropriate for a supported employment environment	Refer to VRS for a vocational assessment, and Work Center Services.
3. The primary problem is substance abuse	Refer to Alcohol and Drug treatment
4. The client has mental health needs that are episodic in nature and could benefit from brief treatment and/or medication	Mental health will provide services. Mental health staff will confer with other agencies and the assigned IESS as needed to coordinate care.
5. The client has serious mental illness and should be considered for SSI	This client is not a Work First candidate. Mental health will provide services and work with the client to complete an SSI application.

Mental health will be reimbursed through the TANF funding designated for this purpose.



***(f) MENTAL HEALTH SERVICES AVAILABLE AFTER TIME LIMITS***

*Briefly describe the extent to which and the manner in which the county will make mental health services available to recipients who have exceeded the 18 or 24 month time limit.*

*[References: WIC Section 10531(f) and WIC Section 11454]*

Participants who have exceeded the 18-24 month time limit and been unable to secure work due to mental health issues will be able to participate in community services work through Vocational Rehabilitation Services. These individuals will continue to be involved with county Mental Health in order to assure ongoing access to appropriate mental health services.

**(g) CHILD CARE AND TRANSPORTATION SERVICES**

**Child Care**

*Please briefly describe how child care services will be provided to CalWORKS participants. This should include a description of how the county will provide child care for families transitioning from county funded providers to non-county funded providers of child care services. It should also indicate what criteria the county will use to determine, on a case-by-case basis, when parents who have primary responsibility for providing care to a child six months of age or younger, may be exempt from welfare-to-work participation. The exemption period must be at least twelve weeks and, at county discretion, can be increased to one for the first child. The exemption period for subsequent children is twelve weeks, but may be increased to six months. Briefly describe the criteria the county will use to determine the period of time a parent or other relative will be exempt considering the availability of infant child care, local labor market conditions, and any other factors used by the county. Additionally, briefly describe how the county will ensure parents needing child care services can access the Resource and Referral Agency.*

HSA will directly administer both Stage I and Stage II of the CalWORKS child care program. HSA has been directly administering child care programs for over 25 years. HSA is an Alternative Payment Program contractor with the California Department of Education and provided child care services under the GAIN program.

A Child Care Specialist (CCS) is part of the SUCCESS team in each service center and gives a presentation about child care at each SUCCESS orientation. The presentation includes information on the variety of child care options, health and safety in child care and how the HSA child care program operates. Each participant is given a packet which includes a brochure explaining the child care program, a brochure from the local Resource and Referral Agency on choosing child care, and a Subsidy Directory which lists all subsidized child care programs in the county.

At the end of each orientation the CCS meets individually with all clients who need child care services to answer questions and assist them in setting up a child care plan. If the parent has a provider in mind the CCS contacts the provider to determine a start date, rates to be paid and the schedule of care. If the parent does not have a provider in mind they are immediately referred to the resource and referral program, the Child care Coordinating Council of San Mateo County (The Council). The parent is given sufficient time to locate and visit suitable child care programs prior to beginning the workshop. Parents who choose family members or friends as child care providers are assisted with the Trustline process.

The CCS works with the family to assure that their child care needs are met for the duration of their participation in the program. As parents move from the workshop to employment or training they will be served by the same CCS. Each

CCS will also work directly with each child care provider. Provider bills will be sent directly to the CCS who will make timely payment each month.

Once families are stabilized off of cash aid they are transitioned seamlessly into Stage II child care. Stage II child care funding is shared by three Alternative Payment Program agencies: HSA (57.5%), The Council (39.5%) and PACE, Professional Association for Childhood Education (3%). Families will stay with HSA in Stage II for at least the first six months after they are off of cash aid. As openings become available with The Council or PACE, families will be seamlessly transferred to Stage II funding in those agencies. The Council and PACE will operate Stage III child care as well as other subsidized programs for working poor families and will transition Stage II families into Stage III slots as they become available.

HSA will not operate a Stage III program. HSA will turn over its CCDBG Expansion Contract, which is the basis for Stage III funding, to The Council.

Transportation

*Briefly describe how transportation services will be provided. [Reference: WIC Section 10531(g)]*

Transportation services include bus passes (funded by CalWORKS or JTPA as appropriate), car allowances for gas and operations, very limited funding for car repair, and employer shuttles on a case-by-case basis. Transportation loans can also be requested through the new Family Loan Fund administered by the Family Services Agency.

**(h) COMMUNITY SERVICE PLAN**

*Briefly describe the county's plan for providing community service activities. This should include a description of the process the county will follow to determine where community services assignments will be located, and the agencies/entities that will be responsible for project development, fiscal administration, and case management services. If it is not known at this time, the county may provide the specific details of the Community Service Plan as an addendum. [References: WIC Section 11322.6 and WIC Section 11322.9]*

The County has not completed the plan for community service activities. However, at this time it is expected that VRS will play an important role in providing the opportunity for community service activities. The community service activities portion of the plan will be provided as an addendum to the CalWORKS Plan at a later date.

**(i) WORKING WITH VICTIMS OF DOMESTIC VIOLENCE**

*Briefly describe how the county will provide training for those county workers who will be responsible for working with CalWORKS recipients who are victims of domestic violence. [Reference: WIC Section 10531(I)]*

*Until regulations are adopted by California Department of Social Services in consultation with the Taskforce on Domestic Violence established by the Welfare-to-Work Act of 1997, the county may utilize other standards, procedures, and protocols for determining good cause to waive program requirements for victims of domestic violence, for example, those now used in the GAIN Program. [Reference: WIC Section 11495.15] Please describe the criteria that will be used by your county for this purpose and what approach the county will take to deal with recipients who are identified in this way.*

SUCCESS training includes a course on:

- ♦ Definition of Domestic Violence
- ♦ Causes of the Problem
- ♦ What is Victimization?
- ♦ Who are the perpetrators of domestic violence?
- ♦ Intervention strategies

The Domestic Violence course is provided to all SUCCESS staff including FSST members, managers, supervisors, Screening and Assessment Specialists, Employment Services Specialists, Eligibility Technicians, Income Employment Services Specialists, Community Workers, Child Welfare Services, Child Care Technicians, and clerks. It is also provided to Community Based Organization staff.

The training is provided under contract with the Center for Domestic Violence Prevention. Basic domestic violence training for all workers and specialized training for some workers helps the county to recognize and address domestic violence issues.

Domestic violence can be recognized at the time of initial screening and assessment, during the comprehensive strength-based assessment, which may include a home visit, or through self-identification. In instances of domestic violence, the participant is referred to a Family Self Sufficiency Team and appropriate referrals are made to community services such as shelters, legal assistance, and crisis counseling.

*(j) Performance Outcomes to Meet Locally Established Objectives*

*Please indicate whether there were any local program outcome objectives identified during the CalWORKS plan development process and how the county proposes to track those outcomes. If the county develops alternative outcomes for the CalWORKS program during future collaborative efforts, please submit information on those measures as an addendum to the CalWORKS plan. [Reference: WIC Section 10542]*

Local program outcome objectives include reduced caseload, increased percentage of FG and U families participating in work related activities, increased hourly average wage, and reduced welfare costs over the long-term. A more complete description of performance measures is attached.

Caseloads are projected to decrease from 5,488 in 96-97 to 4,165 in 00-02. The percentage of Family Group cases participating in work related activities during this period is expected to increase from 29% to 45%, while the percentage of Unemployed Parent cases in work related activities will rise from 44% to 90%. The average hourly wage in 1997 dollars is projected to increase from \$8.12 to \$9.00. In 96-97, total costs were estimated at \$533,000 with net county costs at \$80,000. Costs begin to decrease in 99-00 as one time only costs end.

The state and county are collaborating to fund an extensive program evaluation project to look at processes, outcomes for participants and their families, and costs and benefits of the SUCCESS model. The SMART System is a key factor in evaluation of the SUCCESS model. The SMART System has been developed for San Mateo County under contract with EDS. It represents an enhancement of the current Welfare Case Data System (WCDS) to operate in compliance with TANF and CalWORKS. SMART will interface with the Gain Information System (GIS) and the Child Welfare Services/Case Management System (CWS/CMS) and will support client referral tracking, program participation, family case management, and outcome measurement.

The SMART System will be applicable to other WCDS counties with minimal alterations. It will allow clients to be processed at multiple intake centers, receive immediate registration, screening and/or referrals and be effectively placed into a work first experience. It will provide for multi-program, integrated database functionality to meet TANF reporting requirements and to provide outcome data for the purposes of program evaluation.

***(k) PUBLIC INPUT TO THE COUNTY PLAN***

*Briefly describe the means the county used to obtain broad public input in the development of the CalWORKS plan. [Reference: WIC Section 10531(k)]*

HSA has worked closely with the community during the past several years to develop a comprehensive, client-centered human services delivery model that will help families achieve and maintain self-sufficiency. This has been an intensive and challenging task. The SUCCESS Advisory Committee, the SUCCESS Coordinating Committee, and 12 design teams worked together to design and make recommendations for the SUCCESS model. More than 500 individuals representing HSA, other county departments, elected officials, the private sector, and client customers were involved in this effort.

During the period of development of the SUCCESS model, both the federal and state governments have passed welfare reform laws. The SUCCESS Advisory Group has taken these welfare reform laws into account as appropriate in the design of the SUCCESS model.

The SUCCESS Coordinating Committee included membership from: county departments (Board of Supervisors, County Manager, Human Services, Health Services, Housing Authority, District Attorney Family Support, Employee and Public Services); industry (Private Industry Council- PIC, San Mateo County Economic Development Agency - SAMCEDA); community based organizations (Fair Oaks Community Center, Samaritan House, Community Services Center, Pacifica Resource Center, Hunger and Homeless Coalition, Shelter Network); Child Care Resource and Referral agencies (Child Care Coordinating Council); foundations (Peninsula Community Foundation); labor (AFSCME), and advocacy groups (Legal Aid). Design groups focused on direct client services, jobs, training, education and economic development, single intake, child care, housing, supportive services, finance, public information, ACCESS, research and evaluation, service provider, and waivers and legislation.

The SUCCESS Advisory Committee continues to meet monthly to advise the HSA Director and provides annual reports to the county Board of Supervisors. The Advisory Committee is comprised of state representatives (Employment Development Department – EDD, State Department of Rehabilitation), county representatives (Board of Supervisors, Human Services, Health Services, Housing Authority, District Attorney Family Support), city representatives (Burlingame, East Palo Alto, Pacifica Police), industry and business (PIC, SAMCEDA), education and training providers (OICW, County Office of Education, College of San Mateo, Redwood City School District), health sector (Kaiser Permanente, Mills Peninsula Hospital, Seton Medical Center, Health Plan of San Mateo), community based organizations (Fair Oaks Community Center, Samaritan House, Family Services Agency, Daly City Community Services Center, Homeless Action), labor (AFSCME, Central Labor Council), advocates (Advocates for Equal Justice), funders (United Way, Peninsula Community Foundation), consumers representatives, and related commissions and task forces (Child Advocacy Council, Human Needs Task Force, Housing Task Force, Commission on the Status of Women, Drug and Alcohol Task Force, Commission on Aging).

**(I) SOURCE AND EXPENDITURES OF FUNDS**

*Provide a budget specifying your county's estimated expenditures and source of funds for the CalWORKS program on the forms provided (Attachment 2). Your budget should meet the requirement of WIC Section 15204.4 which specifies that each county shall expend an amount for these programs (administration and services) that, when combined with funds expended for the administration of food stamps, equals or exceeds the amount spent by that county for corresponding activities during the 1996/97 fiscal year. [Reference: WIC Section 10531(l)]*

See attached County Plan Budget.



# County Plan Budget 1997/98 State Fiscal Year

## Section 1

Attachment 19A

	Total	FCS	State General Fund	County Funds *	Other **
Food Stamp Administration (For County MOE Purposes)	5,812,720	2,906,360	2,069,343	837,017	

- \* When combined with food stamp administration, the total level of estimated county funds for CalWORKs administration and services should meet the requirement of Section 15204.4 of the W&I Code which specifies that counties expend an amount for these programs that, when combined with the amount expended for the administration of the food stamp program, equals or exceeds the amount expended for corresponding activities in 1996/97.
- \*\* If other sources of funding are being made available for an activity, please identify on a separate page.

# County Plan Budget 1997/98 State Fiscal Year

Attachment 19B

## Section 2

Note: The following categories are for information purposes only and are not an indicator of specific claiming categories

	Total	TANF/State General Fund	CCDBG	Title XIX	County Funds *	Other **
TOTAL CalWORKs Admin & Services Items (A) thru (D) *	16,556,964	14,997,154	443,698	36,767	1,079,345	
(A) TOTAL CalWORKs Single Allocation Items (1) thru (7)	15,262,133	13,739,090	443,698	0	1,079,345	
(1) Benefit Administration	4,728,248	4,149,922	0	0	578,326	
(2) Program Integrity (Fraud)	1,305,794	1,227,015	0	0	78,779	
(3) Staff Development/Retraining	639,067	558,127	0	0	50,940	
(4) Welfare-to-Work Activities	3,435,352	3,068,403	0	0	366,949	
(5) Cal Learn	176,218	171,867	0	0	4,351	
(6) Child Care - 1st half of 1997/98	873,073	429,375	443,698	0	0	
(7) Other Activities ***	4,104,381	4,104,381	0	0	0	
(B) Child Care - 2nd half of 1997/98	1,096,288	1,096,288	0	0	0	
(C) Mental Health Treatment	73,535	73,535	0	0	0	
(D) Substance Abuse Treatment	125,008	88,241	0	36,767	0	

\* When combined with food stamp administration, the total level of estimated county funds for CalWORKs administration and services should meet the requirement of Section 15204.4 of the W&I Code which specifies that counties expend an amount for these programs that, when combined with the amount expended for the administration of the food stamp program, equals or exceeds the amount expended for corresponding activities in 1996/97.

\*\* If other sources of funding are being made available for an activity, please identify on a separate page.

\*\*\* Please identify "other activities" on a separate page.

## Attachment 19C

December 19, 1998  
For County Budget Plan

PROGRAM / ACTIVITY	Total State Share	Estimated Expenditure	Estimated Federal Share	Estimated Single Alloc. (State/Fed Revenue)	Estimated County Share
<i>Other Activities</i>					
SUCCESS R&E @650,000 total 3 ye	108,500	217,000	108,500	217,000	0
SMART @3;387,381 total FY 97/98	1,568,691	3,137,381	1,568,691	3,137,381	0
Space Alterations	375,000	750,000	375,000	750,000	0
	0	0	0	0	0
Total	2,052,191	4,104,381	2,052,191	4,104,381	0

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***(m) ASSISTING FAMILIES TRANSITIONING OFF AID***

*Please describe how the county will work with families transitioning off aid. The description should include (1) assistance for those individuals who transition off aid due to time limits, and (2) those who leave aid due to employment. [Reference: WIC Section 10531(m)]*

SUCCESS participants who are working or otherwise fully cooperating (including through community service activities) will be able to continue to receive cash assistance even after the 18-24 month period. It is anticipated that some working families with low wages will continue to be eligible for cash aid, and the SUCCESS program will work with these participants to improve their skills and wages.

Individuals who transition off cash aid will be able to continue to receive other SUCCESS services to the extent that they are eligible for some funding. Post-TANF support services include child care assistance and MediCal. In addition, HSA is developing procedures for extensive follow-up plans and retention support. SUCCESS clients who are eligible for funding will continue to be served by the FSST and can return for Network Center, job search and other services.

It is hoped that the new Family Loan Program can be expanded to serve those transitioning off of aid. This new program provides short-term, low-interest loans to help low-income families keep their jobs or continue their education. Funded by private sources and administered by a community based organization, this program would be able to provide assistance with car repair, rent, child care and other necessary costs.

**(n) JOB CREATION**

*Please describe the efforts that have been undertaken, or that the county plans to pursue, relating to the job creation plan described in Chapter 1.12 (commencing with Section 15365.50) of Part 6.7 Division 3 of Title 2 of the Government Code*

San Mateo County is characterized by a diversified economy and a low unemployment rate of 2.4%. Preliminary data from November indicate unemployment of 2.2%. Strong market sectors include construction, transportation, finance, real estate, electronic and biotechnology. There are approximately 290,000 jobs employing 200,000 county residents and another 90,000 who commute to San Mateo County from outside of the county. In addition, about 150,000 county residents commute out of the county to work. San Mateo County residents are also employed in the booming high-tech economy of Silicon Valley to the south, the finance and service (tourist and retail) economy of San Francisco, and the East Bay.

The current county economy has more jobs than there are people to fill them. Because of the strong current economy, the Work First model represented by the SUCCESS program focuses on job advancement, not job creation. Private/public collaboration is used to best match applicants to existing jobs and assist them with career advancement opportunities through job search strategies and additional skills training.

HSA staff will be working with the San Mateo County Economic Development Agency (SAMCEDA) to determine the most appropriate approach for the use of the California Job Creation Investment Fund grant funding available through the California Department of Trade and Commerce.

**(o) OTHER ELEMENTS**

*Pilot projects: Please include a description of any pilot projects that the county may wish to pursue and submit a separate proposal for, as part of its CalWORKS Program. Should the county later determine an interest in a pilot proposal, this information could be submitted as an addendum to the County Plan.*

On July 22, San Mateo County received CDSS approval for the SUCCESS model as a Demonstration Project for the three-year period from August 1, 1997 through July 31, 2000. After the passage of CalWORKS, CDSS re-affirmed its support for the SUCCESS program and confirmed the validity of the waivers that it had previously approved as a part of the Demonstration Project, pending further review.

As mentioned in Section (a) of this addendum (under collaborative efforts), other demonstration and pilot projects include:

- ♦ A Family Loan Program beginning January 1998 provides short-term, low-interest loans to help low-income families to keep their jobs or continue their education. Funded by \$450,000 in private sources and administered by a community based organization, this program provides assistance with car repair, rent, child care and other necessary costs. The Family Loan Program is based on a successful program begun in Minnesota. The Family Service Agency of San Mateo County, in partnership with the Peninsula Community Foundation, the Packard Foundation, and HSA, has been selected as the first demonstration site in California.
- ♦ San Mateo is a pilot county for the statewide JobMATCH program which provides job listings on the Internet and the CATIS pilot for LMI.
- ♦ The HSA Housing Division is piloting a program to provide short-term shallow rent subsidies to TANF clients transitioning to self-sufficiency. Developed by the SUCCESS Project Housing Design Team, this program provides rent subsidies for one year (50% for the first 6 months, declining to 25% for the last 6 months) for TANF clients with recent jobs or who are completing their education.
- ♦ The HSA Housing Authority is one of 24 Housing Authorities nationwide that has been selected to participate in the federal Housing and Urban Development (HUD) Moving to Work Demonstration Program. Under this program, TANF clients newly receiving Section 8 rent assistance will be limited to 6 years of rent assistance. Coupled with family self-sufficiency services and resources, this program is expected to foster self-sufficiency for these families.

**(p) COMPLIANCE WITH REQUIREMENTS OF CALWORKS**

*Under CalWORKS counties are required to enroll single parent families in welfare-to-work activities for a minimum of 20 hours per week beginning January 1, 1998, 26 hours per week beginning July 1, 1998, and 32 hours per week beginning July 1, 1999. [Reference: WIC Section 11322.8(a)]*

*Prior to July 1, 1999, counties have the option to require adults in single-parent assistance units to participate up to 32 hours per week. Does your county intend to exercise that option? [Reference: WIC Section 11322.8(a)]*

Participants who are not exempt from the work requirements due to disability, being a teen parent, having a child under 12 weeks, or who do not have good cause for non-participation in the SUCCESS program, are required to find work or otherwise participate in welfare to work activities according to the terms of their individualized Action Plan. It is expected that all SUCCESS clients will participate 40 hours per week in some combination of work, training or other welfare to work activities.

**(q) INTERACTION WITH AMERICAN INDIAN TRIBES**

*Please describe the discussions that have occurred with respect to administration for the federally recognized American Indian Tribes located within your county. This should include whether the county will administer the program, whether the tribes will administer their own approved tribal TANF program, or whether there will be joint county/tribal administration.  
[Reference: WIC Section 10553.2]*

This section is not applicable. There are no federally recognized American Indian tribes operating with independent tribal jurisdiction in San Mateo County.



## PERFORMANCE MEASURES

The following pages list performance measures for the entire SUCCESS project. Each set of outcome measures is listed in a table with three columns: the measure itself, how it is defined, and the current data source we will use to gather the information. Once the SMART system is fully operational, it will provide almost all the information we want. Until then, I have listed how we will get the requisite information using the currently available and/or operational databases.

## JOB PLACEMENT

**Goal: To increase the percentage of TANF recipients who find and keep jobs with benefits.**

Performance Measure	Definition	Current Data Source
Total percentage of placements	Number of job placements divided by number of Work First participants	GIS & SMART*
Average hourly wage	Average hourly wage for all placements	GIS & SMART*
Average hours worked per week	Average number of hours per week for all placements	GIS & SMART*
Percentage of jobs with benefits	Number of placements with benefits divided by total number of placements	SMART*
Total percentage of placements at 3 months	Number of job placements at 3 months divided by number of initial placements	SMART*
Average hourly wage	Average hourly wage for all placements at 3 months	SMART*
Average hours worked per week	Average number of hours per week for all placements at 3 months	SMART*
Percentage of jobs with benefits	Number of placements at 3 months with benefits divided by total number of placements	SMART*
Total percentage of placements at 6 months	Number of job placements at 6 months divided by number of initial placements	SMART*
Average hourly wage	Average hourly wage for all placements at 6 months	SMART*
Average hours worked per week	Average number of hours per week for all placements at 6 months	SMART*
Percentage of jobs with benefits	Number of placements at 6 months with benefits divided by total number of placements	SMART*
Total percentage of placements at 12 months	Number of job placements at one year divided by number of initial placements	SMART*
Average hourly wage	Average hourly wage for all placements at one year	SMART*
Average hours worked per week	Average number of hours per week for all placements at one year	SMART*
Percentage of jobs with benefits	Number of placements at one year with benefits divided by total number of placements	SMART*

\* this information will be tracked on the SMART employment screen until the Phase 2 Outcome screens are available.

## FEDERAL WORK PARTICIPATION REQUIREMENTS

Goal: To meet the federal work participation requirements for the AFDC-FG and AFDC-U populations.

Performance Measure	Definition	Current Data Source
Percentage of AFDC-FG families meeting 20 hr. per week requirement of federally approved work activities	Percentage of AFDC-FG families meeting 20 hr. per week requirement of federally approved work activities	SMART*
Percentage of AFDC-U families meeting 35 hr. per week requirement of federally approved work activities	Percentage of AFDC-U families meeting 30 hr. per week requirement of federally approved work activities	SMART*

\* This information will be tracked on the SMART employment and/or education screens.

### CASELOAD TRENDS

**Goal:** To decrease the average caseload size, and the average length of time TANF recipients are on aid.

Performance Measure	Definition	Baseline
Median time on aid	The median time TANF families receive AFDC	CDS and SMART*
Mean time on aid	The mean time TANF families receive AFDC	CDS and SMART*
Child-only caseload	The number of child only cases	CDS
AFDC-FG caseload	The number of AFDC single parent family cases	CDS
AFDC-U caseload	The number of AFDC two-parent family cases	CDS

\* Because CDS information is only accurate for those cases with unbroken spells on aid, should we want more accurate information, we will be able to manually calculate unbroken spells on aid based on information stored in the SMART participation screen. Once Phase 2 is available, we will not have to calculate this information manually.

## GRANT REDUCTIONS

**Goal:** To reduce the number of TANF families receiving full grants, and the length of time to achieve grant reductions.

Performance Measure	Definition	Current Data Source
Increase percentage of TANF cases with reduced grants due to earnings	The number of cases with reduced grants divided by the total number of non-child-only TANF cases	SMART income screens (Phase 1)
Decrease the length of time to reduce grant	The average length of time it takes for a family to attain a reduced grant from the point of eligibility approval until the first grant reduction due to earnings (only count the first time this happens, don't carry the family into the next quarter)	SMART income screens (Phase 1)
Increase percentage of TANF cases who exit grant due to income	The number of cases exit the grant due to income divided by the total number of TANF cases	SMART income screens (Phase 1)
Decrease length of time to exit the TANF grant	The average length of time it takes for a family to exit the TANF grant from the point of eligibility approval until the first grant reduction due to income (only count the first time this happens, don't carry the family into the next quarter)	SMART income screens (Phase 1)

## RECIDIVISM

Goal: To reduce the number of TANF clients who leave and return to aid.

Performance Measure	Definition	Current Data Source
Reduce recidivism for TANF cases who exit TANF grant due to income and then return to aid	The number of cases who exit the TANF grant due to income and return to aid divided by the number of TANF cases (reported annually)	SMART participation screen (Phase 1)
Reduce the number of times a case cycles off and on TANF grant	The number of time a case that has exited TANF grant cycles back on in a year (reported annually)	SMART participation screen (Phase 1)

## NON-COMPLIANCE

Goal: To decrease the percentage of TANF clients who are non-compliant.

Performance Measure	Definition	Current Data Source
Decrease the percentage of TANF cases who are non-compliant in Work-First	The number of TANF cases that are sanctioned for non-compliance in Work-First divided by the total number of TANF cases in Work First	GIS??
Decrease the percentage of TANF cases who are non-compliant in FSST	The number of TANF cases that are sanctioned for non-compliance in FSST divided by the total number of TANF cases receiving FSST services	GIS??

## ALCOHOL AND DRUG

Goal: To increase the percentage of TANF clients completing alcohol and drug treatment and becoming self-sufficient.

Performance Measure	Definition	Current Data Source
Percent of TANF cases referred to alcohol and drug treatment	The number of all TANF cases referred to alcohol and drug treatment divided by the total number of TANF cases.	DADS & SMART work flow management screen (Phase 1)
Percent of TANF clients completing alcohol and drug treatment	The number of all TANF cases completing drug and alcohol treatment divided by the total number of all TANF cases referred for treatment.	DADS & SMART*
Percent of alcohol and drug clients achieving self-sufficiency	The number of all TANF cases leaving aid entirely divided by the total number of all TANF cases referred for treatment.	SMART#

\* This information will be available on the Service Program Participation screen (Phase 2)

# This information will be available via a combination of screens: work flow management (phase 1), income (phase 1), participation (phase 1), and service participation (Phase 2)



## HOUSING

**Goal:** To increase the number of TANF families living in stable housing.

Performance Measure	Definition	Current Data Source
Increase the percentage of TANF families living in stable housing	Need to define stable housing	
Decrease the percentage of TANF families who are homeless	Number of TANF families who are homeless divided by the number of TANF families.	SMART household characteristic screen (Phase 1)

## CHILD WELL-BEING

**Goal:** To improve the well-being of all TANF children.

Performance Measure	Definition	Current Data Source
Percent of TANF families receiving child welfare services	Number of TANF families receiving child welfare services divided by the number of TANF families.	CWS/CMS
Percent of TANF children in: - voluntary placement - out of home placement (kin) - out of home placement (non-kin)	Number of children in each type of placement divided by the total number of TANF families receiving child welfare services.	CWS/CMS
Improve school attendance	Improve school attendance for children of TANF recipients receiving FSST services	SMART education screen (Phase 1)
Increase immunizations	Increase immunizations for children of TANF families receiving FSST services	
Increase percentage of children with adequate child care/supervision	Number of children of TANF families receiving FSST services with adequate child care/supervision divided by total number of children of TANF families receiving FSST services	SMART work flow management screen (Phase 1)

## COST-BENEFIT RATIO

Goal: To reduce the costs of welfare through implementation of the SUCCESS project.

Performance Measure	Definition	Current Data Source
Overall financial savings to federal government		
Overall financial savings to state government		
Overall financial savings to county government		

### **ADDITIONAL RESEARCH QUESTIONS**

In addition to outcome oriented areas, we will conduct research to answer the following questions. In general, the type of research needed to answer these questions may involve sampling sub-portions of the welfare population and auxiliary qualitative and quantitative data collection.

1. What kinds of post-employment services do clients need to retain and/or advance in their jobs?
2. At what point in the SUCCESS process do clients become non-compliant?
3. What happens to these families that become non-compliant?
4. What are the ramifications of non-compliance on TANF children? Are there increases in the child welfare load? Do we see an increase in child only cases? What are the long term psycho-social and mental health outcomes for these children?
5. What are the characteristics of clients who cannot enter employment? What kinds of special services (if any) would help these clients enter the labor force.